



DEPARTMENT OF STATE
THE DIRECTOR OF INTELLIGENCE AND RESEARCH
WASHINGTON

January 14, 1977

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Memorandum

To: SA/DDCI - Cord Meyer, Jr.
Central Intelligence Agency

From: Harold H. Saunders ^{RK/}

Subject: Crisis Management Procedures

We have now had a chance to look over your suggested memorandum and checklist on crisis management procedures. While, as you said in our meeting the other day, much of the list is essentially what is already done on an ad hoc basis, I can see some merit in writing it down. We have no general problems with the list as you have outlined it, bearing in mind that not all items may be applicable in each crisis.

I would raise one point, however, regarding the assignment of a CIA officer to a State inter-agency task force. While I think assignment of such a representative would be quite appropriate, I would think we would have to be guided by the specific circumstances of each crisis in determining just how such an individual could best contribute to the overall effort. The primary function of such an individual would be liaison with the operational side of the Agency. I think an important point here is for us both to stay flexible and to avoid cutting across normal liaison channels in circumstances where these might be more effective. Thus the specific "purpose of representation" ticks on page 6 might not apply in each case and of course some of these involve activities which INR itself will be playing an important role in. I think this point could be easily accommodated by amending the final tic on page 5 to read: "-- Identify purpose of representation, to supplement, as appropriate, normal channels in providing:"

State Dept. review completed

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I was also a little puzzled by the meaning of the last tic on page 2 regarding NIO review of "crisis substantive intelligence products" other than the sitrep and current intelligence. INR, for example, might well prepare departmental reports for the Secretary and others which might fall outside the sitrep or current intelligence category. I assume you do not mean to bring these under the purview of the NIO. The problem might be fixed by amending the sentence to read: "Arrange for and review all inter-agency special crisis substantive intelligence products prepared for...."

Other than these two thoughts I have no problems with the proposed memorandum.

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